



Social Enterprises as a Means to Expand Services and Increase Revenue

Community Action Partnership National Convention 2017 Philadelphia

Glenn Sanada, CCEDA

Mary Lockhart White, ED/CEO CAP of Lake County, Ill

Tay Waltenbaugh, CEO Westmoreland County Community Action, PA

Jack Brown, Director of Community Services, Westmoreland Community Action, PA

California Community Economic Development Association



AGENDA

- Introduction: Glenn Sanada, CCEDA
 - Panelist Self Introductions
 - “The Landscape”: Glenn Sanada, CCEDA
- Mary Lockhart White, ED/CEO CAP of Lake County, Ill
- Tay Waltenbaugh, CEO Westmoreland County Community Action, PA
- Jack Brown, Director of Community Services, Westmoreland Community Action, PA
- Questions / Answers

Development Guides: www.cceda.com and
www.communityactionpartnership.com



Multi Unit Affordable Rental Housing 9% LIHTC
Multi Unit Affordable Rental Housing 4% LIHTC and Bonds
Single Family Development
Commercial Retail and Office Development
Community Facility Development
Mixed Use Development
Social Enterprises
Business Technical Assistance
Community Development Loan Funds
Community Development Micro Loan Funds
Community Development Credit Unions
Community Development Investment Funds
Community Development Financial Institutions
New Markets Tax Credits
Alternative Financial Services
Financial Education
Foreclosure Prevention – Mortgage Counseling

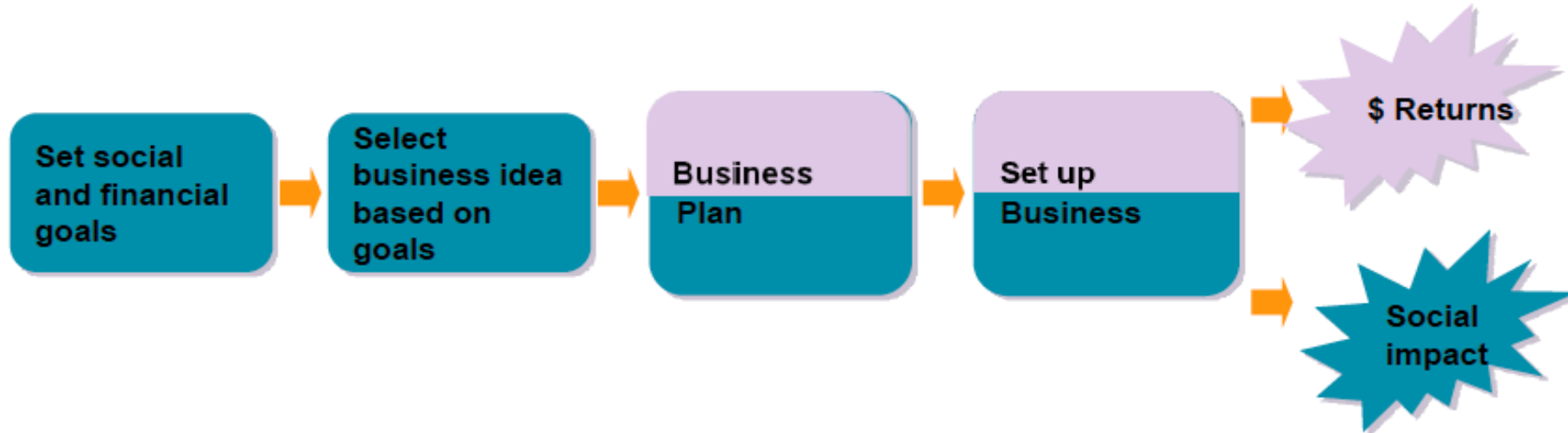
What are Social Enterprises



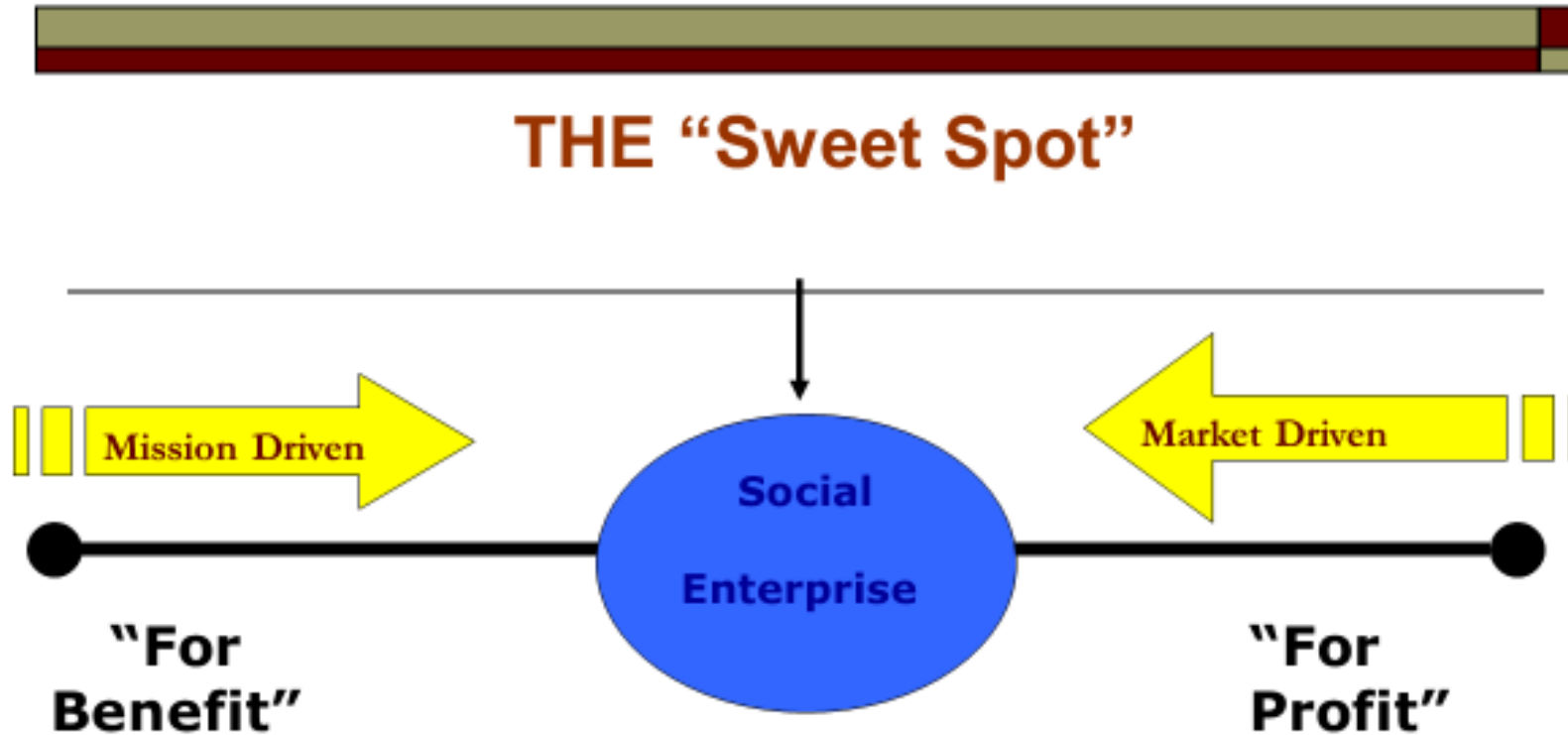
The desired outcome of for-profit business is already known: to make a profit



The desired outcomes of a social enterprise are not obvious and so the goals need to be established first



What are Social Enterprises

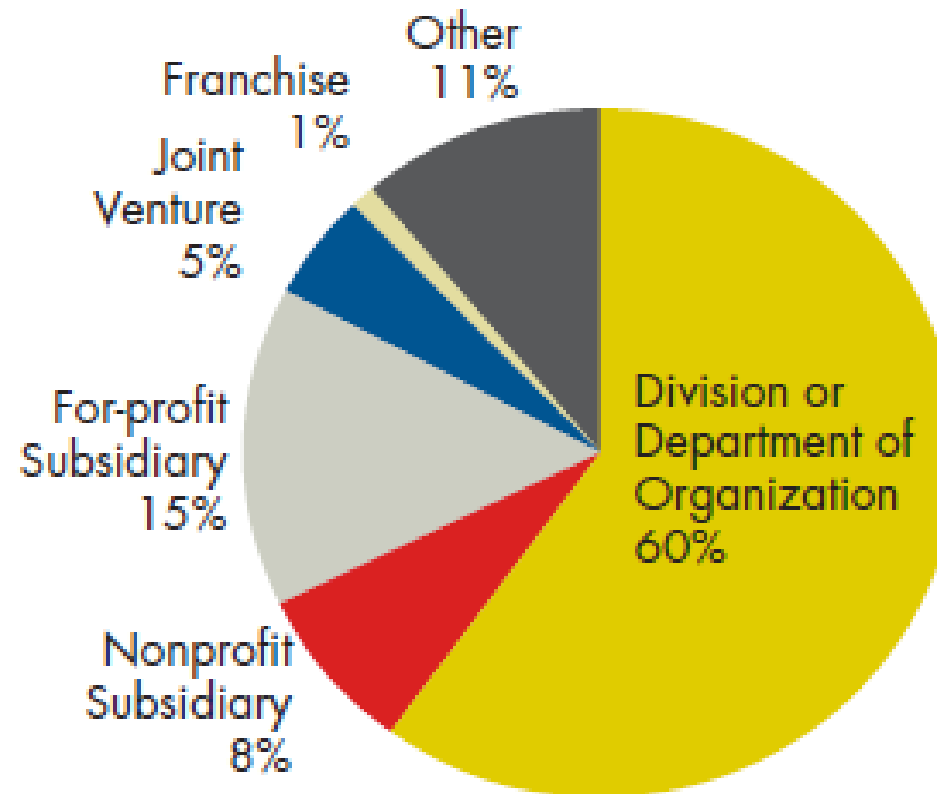


Innovation blossoms where the sectors converge

What are Social Enterprises



BUSINESS STRUCTURE OF SOCIAL ENTERPRISES



Most organizations operate social enterprises as a division of the parent organization

Key Issues:



Goals / Priority:

- Income generation (Run as a for-profit business)
- Job creation (Create maximum number of jobs, job training opportunities)
- Balance both?

Opportunity:

- Business grown from program experience
- New opportunity presented to the organization
- New opportunity developed by the organization

Viability:

- Business Plan
- Market Plan



Key Issues:

Management:

- Business manager or CEO?
 - From the non-profit
 - From the private sector
- Board Changes?
 - Specialty skills
 - Financial, management, operational skills

Legal structure:

- Non-profit
- For-Profit

Startup capital:

- Self-capitalized
- Other source



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